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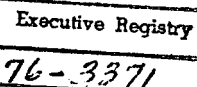
7 SEP 1976

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MEMORANDUM FOR: Director of Central Intelligence

FROM:
Deputy to the DCI for the Intelligence Community

SUBJECT: Recent Progress in Human Resources Committee (HRC) FOCUS Review Program



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1. The principal objective of the FOCUS Review Program is to improve reporting from our Missions abroad by all human sources, whether or not the reporters are part of the "traditional" Intelligence Community. The Program has developed considerably since its beginning in late 1974 and will benefit by your continuing support.

2. As a prelude to each FOCUS Review, the Ambassador involved is alerted by a letter sent by and is asked to participate by providing the HRC with his insights about the Mission's reporting program and his evaluation of the intelligence guidance and other support provided by Washington. (A copy of a recent pre-FOCUS letter is at Tab A.) This is a new and significant initiative, designed to promote reaction and response from the Ambassador, to stimulate dialogue, and to assure him we want his observations and conclusions as part of the Review.

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3. FOCUS spotlights the strengths and weaknesses of Mission and other reporting as seen by Washington readers and then calls upon Washington managers to propose ways to effect improvement. Under current procedures, a FOCUS Review begins with an interagency seminar of users--chaired by the NIO and ordinarily including the State Country Director--to evaluate recent Embassy reporting. A Reporting Assessment is then prepared with HRC Staff help and endorsed by the NIO. The HRC Assessments Subcommittee then asks key collection managers to provide suggestions for improving

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SEP 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM:

[REDACTED]
Deputy to the DCI for the Intelligence
Community

SUBJECT: Recent Progress in Human Resources Committee
(HRC) FOCUS Review Program

1. The principal objective of the FOCUS Review Program is to improve reporting from our Missions abroad by all human sources [REDACTED] are part of the [REDACTED] The Program has developed considerably since its beginning in late 1974 and will benefit by your continuing support.

2. As a prelude to each FOCUS Review, the Ambassador involved is alerted by a letter sent by [REDACTED] and is asked to participate by providing the HRC with his insights about the Mission's reporting program and his evaluation of the intelligence guidance and other support provided by Washington. (A copy of a recent pre-FOCUS letter is at Tab A.) This is a new and significant initiative, designed to promote reaction and response from the Ambassador, to stimulate dialogue, and to assure him we want his observations and conclusions as part of the Review.

3. FOCUS spotlights the strengths and weaknesses of Mission and other reporting as seen by Washington readers and then calls upon Washington managers to propose ways to effect improvement. Under current procedures, a FOCUS Review begins with an interagency seminar of users--chaired by the NIO and ordinarily including the State Country Director--to evaluate recent Embassy reporting. A Reporting Assessment is then prepared with HRC Staff help and endorsed by the NIO. The HRC Assessments Subcommittee then asks key collection managers to provide suggestions for improving

reporting, including needed efforts in Washington to mobilize collectors and minimize bottlenecks. The Assessments Subcommittee next meets with the NIO and develops the second part of FOCUS--the Action Review--which highlights actions required for improvement. After the FOCUS studies are completed, the Reporting Assessment and Action Review ordinarily are sent to the Ambassador under cover of a letter from you.

4. FOCUS works because it pulls people together to talk about a common concern from various vantage points. Candor in the Reporting Assessment is encouraged by making it an NIO-sponsored report, undiluted by any formal interagency coordination. Constructive action by key managers is stimulated by their knowledge that both their immediate bosses and the DCI will be critically reviewing their responses to the assessment and that the FOCUS report also will be provided to the President's man in the field, the Ambassador. To get as much leverage as possible, we also send copies of FOCUS to inspectors-general in several agencies. We are developing a particularly useful relationship with the Foreign Service Inspectors.

5. FOCUS was created by the HRC partially in response to the recommendations of a 1973 PFIAB report on U.S. Human Sources Intelligence. Among other things, that PFIAB study called for greater mobilization and orchestration of the totality of the Government's human sources information-gathering capabilities. It also called for a new emphasis to Ambassadors of their intelligence-related "rights and responsibilities."

6. The FOCUS program has not matured without difficulty, although it now has an acceptable level of support from the NIOs, the Department of State, CIA, and most other agencies. First, it still takes too long to complete the papers and they have been uneven in quality. We have taken a number of steps recently to alleviate these difficulties. Secondly, Washington managers are still too defensive and some are not sufficiently forthcoming, imaginative and decisive. Third, Ambassadors need to understand better that FOCUS is designed to help them and that they can gain by actively participating. pre-FOCUS letters to Chiefs of Mission, mentioned above, should help.

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25X1 7. We ask that you discuss and support FOCUS in your conversations with visiting Ambassadors. A "Talking Paper" for this purpose is attached at Tab B. I would recommend that you also invite [] to participate in your discussions with Chiefs of Mission whenever you think it appropriate to raise FOCUS or other related Community matters in such meetings.



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Attachments:

- Tab A - Pre-FOCUS Letter
- Tab B - Talking Paper

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(2 September 76)

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DIRECTOR OF CENTRAL INTELLIGENCE
Human Resources Committee

Office of the Chairman

HRC-C-028

17 AUG 1976

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Dear Mr. Ambassador:

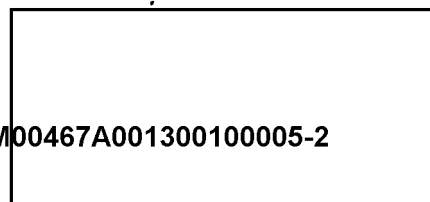
For over a year now the interagency Human Resources Committee has conducted the FOCUS Review Program--a series of national assessments of reporting from selected U.S. missions abroad. The program is being carried out on an interagency basis with full Department of State participation. The National Foreign Intelligence Board recently approved a schedule of FOCUS reviews to be completed during the balance of 1976. A review on [redacted] is on the schedule. I am writing to describe the program and to invite your assistance and participation.

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One of the main purposes of the FOCUS program is to assist ambassadors in directing and coordinating mission elements in reporting on the host country. FOCUS seeks to provide missions with coordinated feedback from Washington on reporting, including the surfacing of deficiencies or problems which may need special attention or action from either the Washington or field viewpoint. The FOCUS final report will identify reporting gaps as well as priority information needs for the near future as perceived here.

We invite you to express your views and those of your country team about your mission's reporting program. Your comments on reporting targets, reactions you receive to the post's reporting, and suggestions you may have with regard to current reporting guidance and requirements would be useful. We would appreciate your views on impediments you may be experiencing in carrying out your reporting functions. We would welcome particularly your suggestions regarding substance, priority, and overall management of reporting in the context of national intelligence.

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The actual review on [] will begin in September. Any thoughts that you are able to send to me will be given priority consideration during the review. Your views will assure that the review is conducted with a realistic appreciation of the reporting situation as seen from the vantage point of the mission.

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You will receive, of course, the original of the final report as soon as it is completed. Copies will be sent to members of the National Foreign Intelligence Board as well as other officials here responsible for backstopping field elements []. A brief summary of the FOCUS review format and procedures is enclosed. I hope that you will be able to assist us.

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Sincerely,

[]

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Chairman

Enclosure:
As stated

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